Training Needs Assessment

Name:

Enter the name of your facility here:

What is your current position at your organization?

Manager	Supervisor	Director
Trainer	Other (Please specify)	

What species of animals are worked with at your facility? Check all that apply.

Fish	Goat	Amphibian
Horse	Reptile	Cow
Mouse	Rat	Gerbil
Sheep	Hamster	Rabbit
Ferret	Bird	Cat
Dog	Non-Human Primates	Swine
Other (Please specify)		

Section 1- Regulatory Drivers for Learning

Which international regulatory bodies and treaties apply to your facility's operations? Check all that apply.

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

US Fish and Wildlife Service (FWS)

The Air Cargo Tariff and Rules (TACT)

The World Organisation for Animal Health (OIE)

Live Animal Regulations/International Air Transportation Association (IATA)

European Union (EU)

Ministry of Health, Labor & Welfare (MOHLW – Japan)

N/A

EVERY STEP OF THE WAY

Do any of these international regulatory bodies drive learning/training in your facility?

Yes   No   I don't know   N/A

Which national regulatory bodies apply to your facility? Check all that apply.

Animal Welfare Act (AWA) & Regulations (AWR)

Food & Drug Administration (FDA)

United States Department of Agriculture (USDA)

NIH Public Health Service Policy (PHS)

Environmental Protection Agency (EPA)

Drug Enforcement Agency (DEA)

Do any of these national regulatory bodies drive learning/training in your facility?

Yes   No   I don't know

Please list the state and local regulations that apply to your facility: (State)

What are the organizational rules and regulations that drive learning at your facility? Check all that apply.

IACUC   HR

EHS   Legal

What are the defined timeframes and deadlines for training to be completed within your organization/facility?

0-1 Week   1-2 Weeks

2-3 Weeks   4-6 Weeks

Is your facility accredited through the Association for the Assessment and Accreditation of Laboratory Animal Care International (AAALAC)?

Yes   No   I don't know

Section 2- General Areas of Learning and Training

Part A: Onboarding & Orientation (NEO)

Does your facility have a dedicated staff (full-time/part-time) for training and development?

Yes   No

If yes, how many trainers do you have and what are their positional titles and areas of specialization (if any)?

Does your facility have an established orientation and onboarding program for employees?

Yes   No

How long is the orientation/onboarding process? (DD:HH)

0-8 hours   1-2 days

More than 2 days

Are the mission and values of your facility/organization presented?

Yes   No   I don't know

Is the role of the learner explained in the context of the facility and organization's mission?

Yes   No   I don't know

Are policies and procedures explained to affected learners?

Yes   No   I don't know

Is management directly involved in the orientation/onboarding process?

Yes   No   I don't know

Please list all topics that are covered in your facility's orientation and onboarding program.

Part B: Regulatory Training

What regulatory learning and training is required? Please define by topic/regulation and job/position impacted.

Topic/Regulation   Job Position

Are all topics above provided in-house?

    Yes   No

If no, who provides them and how?

Is initial training provided to new learners?

    Yes   No

When is the training provided to new learners?

Is recurring or refresher training provided for any of the topics provided?

    Yes   No   N/A

What topics are available for refresher or recurring training?

If refresher training is given, is it different than the initial training provided?

    Yes   No

If yes, explain:

Part C: Technical (TECH)

Are job/position descriptions (JD/PD) available for all staff?

    Yes   No   I don't know

Do the JD/PDs define the required Knowledge, Skills, and Abilities (KSA) in detail?

    Yes   No   I don't know

Do Standard Operating Procedures (SOPs) exist for the processes and procedures to be trained upon?

    Yes   No   I don't know

How are the SOPs accessed by the employees?

    Not at all detailed   Not very detailed   Somewhat detailed   Very detailed   Extremely detailed

Do performance standards (competency, proficiency, certification/re-certification) criterion exist for the facility/organization?

    Yes   No   I don't know

If yes, what are the scale(s) used for evaluation? (e.g. 1-5, competent, proficient, certified)?

Does your facility use knowledge assessments prior to technical training?

    Yes   No   I don't know

Does your facility use knowledge assessments during technical training?

    Yes   No   I don't know

Does your facility use knowledge assessments following technical training?

    Yes   No   I don't know

What is the passing level used for the assessments (if applicable)?   %

Does your facility have dedicated space for technical training activities?

    Yes   No   I don't know

If yes, please check what type of space is available for training:

    Procedure room   Lunch room

    Classroom/lecture hall   Other

Does your facility have a dedicated animal colony for training activities?

Yes   No   I don't know

If no, how are animals acquired for training?

Reassigned from previous protocol(s)   Ordered from Charles River

Ordered from outside source   Other (please specify)

Does your facility have an approved IACUC training protocol?

Yes   No   I don't know

Does your facility/organization currently re-certify on technical skills?

Yes   No   I don't know

Part D: Personal & Professional Development (PPD)

Does tuition reimbursement exist for PPD and post-secondary education?

Yes   No   I don't know

What is the current policy/procedure for the employee to use tuition reimbursement funds?

Does a hard copy/digital library exist for employees on various PPD topics?

Yes   No   I don't know

If yes, please define the general categories and topics (e.g. AALAS, Skillsoft, etc.):

What are the current PPD programs offered to employees?

PPE (Personal Protective Equipment) HAZCOM

First AID EAP (Emergency Action Plans)

Blood Borne Pathogens Working Safely with Nonhuman Primates

Ergonomics Ladder Safety

Electrical Safety Injury and Illness Reporting Procedures

Other (please specify)

What is the frequency of these programs?

Monthly Quarterly

Annually Other (please specify)

Does a training calendar exist for these programs?

Yes No I don't know

Is a training calendar available to be shared?

Yes No I don't know

Does a formal leadership development program exist?

Yes No I don't know

If yes, is this an internal or external program?

What are the defined programs/courses and the frequency of delivery?

What levels of employees participate in these programs/courses?

Cage Wash Animal Caretaker

Veterinary Technician Trainer

Veterinarian Management

Operations Other (please specify)

How is participation defined? (Supervisor, Manager, Director, HR, etc.)

Section 3: Current learning and training resources available

Does your facility/organization have dedicated training files for each employee?

    Yes   No   I don't know

If yes:

Are they hard copy, digital, or both?

Who maintains the training files?

Where are the training files stored/archived?

What is the training file organization? (binders, file folders, tabs, etc.)

Does your facility/organization have defined/templated training forms for the following? (Check all that apply)

    General training presentations   Attendance/participation (classes/groups)

    Acknowledgment (individual participation)   Training review forms

    Orientation/welcome documents   Skill certifications/recertification

    Other? List here:

Are any of your training programs accredited through a PPD body
(e.g., AALAS, ATD, SHRM, NIOSH, FDA, RACE, AAVSB)?

    Yes   No   I don't know

If yes, what are the topics and are there CE/CEU credits for these programs?

What is the recertification cycle?

    Never   6 months   years   years   years

Are e-learning courses used within your facility/organization?

    Yes   No   I don't know

If yes, are the resources internal, external, or both?

Internal   External   Both

Is a Learning Management System (LMS) used for training?

Yes   No   I don't know

What technological resources are available at your site for learning? Check all that apply.

Smartboard   Mobile devices (smart devices)

Computer/Laptop   Other

iPad/Tablet

Projector

Do all employees/learners have access to computers?

Yes   No   I don't know

Section 04: Current time allocations for training

What is the frequency of training activities at your organization?

Once per week   2-3 times per week   Once per month

2-4 times per month   Daily   Other (please specify)

Is a training calendar kept and provided to learners?

Yes   No   I don't know

Is there a delay in the ability of learners to get from the work area to where training will be presented/conducted (e.g., donning/doffing PPE + transit)?

Yes   No   I don't know

What is the impact of these delays on the training timeframe?

Section 05: Training Goals, Performance Metrics, and KPIs

Are training reports required in your facility?

Yes   No   I don't know

What is reported?

    Frequency of training   Training topics covered

    Successes/Challenges   Future scheduled events

    Employee progress   Facility progress

    Other

What is the frequency of these reports?

    Daily   Weekly   Bi-weekly   Monthly   Other

To whom is the report delivered?

    Manager   Supervisor

    Director   Trainer

    Other (Please specify)

What performance metrics are reported?

    Trained   Competent

    Proficient   Other

What training activities need to be reported?

    NEO (New Employee Orientation)   Technical Skill training

    Soft skill training   OHS training

    PPD (Personal Professional Development)   Other

Section 06: Performance and Learner Needs

Part A: Performance Needs

What does excellent performance look like?

What does the current performance look like?

Are employees doing something they shouldn't?

Not attending trainings

Continuing to make mistakes after training

Not developing positive intra-personal relationships

Not to achieving competency/proficiency

Not following SOP

Other

What should they be doing that they aren't?

Which job roles are involved?

What should these people be doing differently? (Start, stop doing)?

Considering the list below, are there any other knowledge and/or skill gaps that might be preventing associates from performing as they should (e.g., motivation, job design, tools, systems, clear expectations, regular feedback against expectations, consequences for performance, etc.)?

Root Causes:

1. Expectations – work requirements procedures, clear understanding of what is expected.

2. Feedback against those expectations – Do they know how they are doing?

3. Measurement – How do you know if they are doing well? Need this for feedback.

4. Consequences – Are consequences aligned with expected performance? Are there positive and negative consequences?

5. Tools and Systems

6. Are people capable of learning and performing their job?

7. KSAs

8. Motivation – Is it low due to environment, lack of knowledge, or deficiency in skills?

Part B: Learner Needs

What knowledge, skills, or behaviors do you think the associates mentioned above need to learn to perform the way they should?

How important are each of the knowledge and skills that you have mentioned?